

Nk Y]`gWk YfY`J Yf_Y\ fgi bZÄ`Y. 6fYa Yf\Uj Yb`]b`5i ZfY[i b[°

↳ 6fYa Yf\Uj Yb`_Ua`Yg`Ua`%("\$+ "&\$&) `ni`nk Y]`gWk YfYb`
J Yf_Y\ fgi bZÄ`Yb`a`]h`J Yf`YhnhYb`"Dc`]nY]`Yfa`]hhY`h`XYb`
I bZU`Yf[Ub["



7\YfVci f[Yf`GhfU» Yž`6fYa Yf\Uj Ybž`8Yi hgWk`UbX`!`J`Y`
6Yk Y[i b[]gh`a`ca`YbhUb`Ui`ZXYb`GhfU» Yb`]b`6fYa Yf\Uj Ybž`XcWk`
b]Wk`h`]a`a`Yf`[Y\h`U`Yg`[i h`5a`j`Yf[Ub[YbYb`: fY]hU[UVYbX`
k`i`fXY`X]Y`Dc`]nY][Y[Yb`&\$`I` \f`ni`Y]bYa`gWk`YfYb`I`bZU`]b`XYf`
7\YfVci f[Yf`GhfU» Y`[Yfi`Zb`"8cfhž`Ub`XYf`<`Ö`Y`XYf`
5i`hcVU`b`Ui`ZU`fhž`_Ua`Yg`ni`Y]bYf`?`c`]g]cb`nk`]gWk`Yb`Y]bYa`
?`fU`ZhfUXZU`fYfž`(-`-`š`U`fY`U`hž`i`bX`Y]bYa`C`d`Y`ž`XYf`j`cb`Y]bYf`
+`%`!`Ä`f`][Yb`: fUi`[YghYi`Yfh`k`i`fXY`ž`X]Y`Ui`ZX]Y`5i`hcVU`b`
UVV]Y[Yb`k`c`hY`"8Yf`6]_Yf`k`i`fXY`VY]`XYa`J`cfZU`j`Yf`Yhnh`i`bX`
a`i`gghY`b`UWk`XYf`9fghj`Yfgcf[i b[]bg`?`fUb`_Yb`U`i`g`[YVfUWk`h`
k`YfXYb`"6Y]XY`: U\fnYi`[Y`k`UfYb`gc`ghUf`_VYgWk`ÄX][hž`XUgg`g]Y`
UV[YgWk`Yddh`k`YfXYb`a`i`gghYb`"8]Y`Dc`]nY]`U`h`X]Y`9fa`]h`i`b`[Yb`
ni`a`[YbUi`Yb`I`bZU`Yf[Ub[`Ui`Z[Ybca`a`Ybž`k`Ug`]b`gc`Wk`Yb`

: Ä`Yb`ØV`]WYfk Y]gY`XYf: U``]ghž`i a`Ui ZgW`i ggfY]WY`GhUh]gh]_Yb
ni`YfghY`Yb`i bX`[Y[YVYbYbZU`g`A U» bU`a Yb`ni f`J YfVYggYfi b[
XYf`J Yf_Y`f`gg]WYf`Y]h`ni`Yf[fY]ZYb`"? fY]gnY]hi b[
K YgYfa UfgW`VYf]W`hYh`ØVYf`X]Y`J cfZÄ`Y`]b`XYf`FY[]cb"

9]b`k Y]hYfYf`I bZU`YfY][bYhY`g]W`Ua`GcbbhU[`[Y[Yb`%+.` \$`I` \f
]b`XYf: Ä`fghfU» Y`<]Yf`k UfYb`nk Y]`F UXZU`fYf`]a`5`hYf`j cb`*`%
i bX`*`-`f`U`fYb`Ui ZXYa`K Y[]b`X]Y`ϕbYbghUXhž`U`g`Y]b`Ga Ufh!
: U`fYf`i bj Yfa`]hY`h`X]Y: U`fYf`h`Øf`ÖZbYhY`"ϕ`XYf: c`[Y`_Ua`Yg`ni
Y]bYf`?c``]g]cb`a`]hY]bYa`XYf`F UXZU`fYf`ž`k Ä`fYbX`XYf`UbXYfY
VY]a`5i`gk Y]W`a`Ub`Øj Yf`gh`ØfnhY`"6Y]XY`F UX`Yf`Yf`]hYb
J Yf`Yhni b[Yb`i bX`k i fXYb`YVYbZU`g`bUW`9fghj Yfgcf[i b[]b`Y]bY
?`]b]_`[YVfUW`h`Gc`W`Y`I bZÄ`Y`j YfXYi h]W`Ybž`k]Y`gW`bY`Yg`Ui Z
XYb`GhfU» Yb`ni`[YZÄ`f`]W`Yb`G]hi Uh]cbYb`_ca`a`Yb`_Ubbž`i bX`g]Y
k YfZYb`X]Y: fU[Y`Ui Zž`k]Y`a`Ub`X]Y`J Yf_Y`f`gg]WYf`Y]h`k Y]hYf
Yf`Ø`Yb`_Ubb"

: U_hYb`ni`f`J`Yf`_Y`f`gg]WYf`Y]h

J Yf_Y`f`gi bZÄ`Y`g]bX`Y]b`YfbghYg`H`Ya`Už`XUg`b]W`h`bi`f`Ui`Z
fY[]cbU`Yfž`gcbXYfb`Ui`W`Ui`Z`Yi`fcdÄ]gW`Yf`9VYbY`ni`bY`a`YbX
VYcVUW`hYh`k]fX`"@Ui`h`XYf`6i`bXYgghUh]gh]_`]gh`X]Y`9fZUggi`b[
i bX`5bU`mgY`j`cb`I`bZÄ`Yb`Yb`hgW`Y]XYbXž`i`a`X]Y
J Yf_Y`f`gg]WYf`Y]h]g`U[Y`i`a`ZUggYbX`ni`j`YfghY`Yb`"8]YgY
GhUh]gh]_Yb`g]bX`X]Y: fi`bX`U[Y`ZØf`A`U»`bU`a`Yb`]b`XYf
; YgYhn[YVi`b[ž`J`Yf_Y`f`gYfn]Y`i`b[ž`]a`GhfU»YbVUi`i`bX`]b`XYf
: U`fnYi`[hYW`b]_`"9g`]gh`k`]W`h][ž`X]Y`I`bZU`i`fgUW`Yb`ni`j`YfghY`Yb
i bX`ni`Yf`_Yb`bYbž`k`Y`W`Y: U`hc`fYb`X`Uni`ZØ`fYbž`XUgg`gc`W`Y
J`cfZÄ`Y`dUgg]YfYb"

ϕ`XYf`9I` \UVYb`g]W`X]Y`NU`Yb`XYf`J`Yf_Y`f`ghc`hYb`j`cb`&`\$`\$`V]g
&`\$`\$`Yf`YV`]W`j`YfVYggYf`hž`a`]hY]bYa`F`ØW`[`Ub[`i`a`" `*`Dfc`nYb`h`
ϕ`a`f`U`f`&`\$`%-`[`UV`Yg`bc`W`&`&`,`\$`\$`J`Yf_Y`f`ghc`hYž`&`\$`\$`k`UfYb`Yg
VYfY]hg`("\$`\$`\$`k`Yb][`Yf`"8Yb`bc`W`V`Y]Vh`X]Y`<`YfUi`gZc`fXYfi`b[
VYghY`Ybž`X]Y`I`bZU`n`U`Yb`k`Y]hYf`ni`gYb`_Yb`i`bX`Ui`g`XYb
j`Yf[`Ub[`YbYb`9j`Yb`hg`ni`"Yf`bYb`"6YgcbXYfY`5i`Za`Yf`gUa`_Y]h
gc`hY`XYb`Øb[`YfYb: U`fYfb`[`YgW`Yb`_h`k`YfXYbž`XYb`b`%&`Dfc`nYb`h
XYf`J`Yf_Y`f`ghc`hYb`]a`f`U`f`&`\$`,`k`UfYb`nk`]gW`Yb`%,`i`bX`&(`

4\fyb`U`h'cVkc`X]YgY`5`hYfg[fi ddY`bi f', `DfcmYbh`XYf
 6Yj`O`_Yfi b[`Ui ga UW`h"8Yf`9i fcd`A]gW`Y`DUf`Ua`Ybh`\Uh
 XUFUi Z`\b[Yk]YgYbž`XUgg`+* `DfcmYbh`XYf`J Yf`_Y`fghchYb`A`AbbYf
 g]bXž`k Ug`ØVYf`X]Y` ; YgW`YW`hYfj`YfhY]i b[`XYf`i bZU`cdZYf`b
 U`Yb`A]h[`]YXghUUhYb`\]bk Y[`Y]b`_cbghUbhYg`A i ghYf`nY][`h"

: Un]hi bX`5i gV`]W_

8]Y`U`_hi`Y`Y`G]hi`Uh]cb`i]b`6fYa`Yf\Uj`Yb`i`bhYfghfY]W`h`X]Y
 6YXYi`hi`b[`j`cb`J`Yf`_Y`fgg]W`Yf\Y]hi`bX`df`Aj`Ybh]j`Yb
 A`U»`bU`a`Yb" `Gck`c`\`X]Y`6Y`ØfXYb`U`g`Ui`W`X]Y`6Øf[`Yf`g]bX
 [`Y`ZcfXYfhž`Y]bY`_i`hi`f`XYf`5W`hgUa`_Y]hi`bX`J`YfUbhk`cfhi`b[`]a
 GhfU»`Ybj`Yf`_Y`f`ni`ZØfXYfb"i`bZ`Y`_ØbbYb`YXYb`hfYZZYbž`XU`Yf
]gh`Yg`k`]W`h][`ž`ghY`hg`j`cfg]W`h][`ni`ZU`fYb`i`bX`Ui`Z`X]Y
 J`Yf`_Y`f`g`Ub`nY]W`Yb`gck`J`Y`X]Y`6Y`X`Øf`Zb]ggY`Ub`XYf`Yf
 J`Yf`_Y`f`ghY]`bY`a`Yf`F`ØW`g]W`h`ni`bY`a`Yb`i`bi`f`gc`_Ubb`XYf
 GhfU»`Ybj`Yf`_Y`f`g]W`Yf`Yf`k`Yf`XYb"

8YhU]`g	
Cfh	7\YfVci f[Yf`GhfU»Yž`6fYa`Yf\Uj`Ybž 8Yi`hgW`UbX
Ei`Y`Yb	<ul style="list-style-type: none"> • k k k "_fY]gnY]hi b[! k YgYfa`UfgW`"XY • k k k "XYghUh]g"XY • k k k "Yi fcdUf`"Yi fcdU"Yi

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`X]Y!`bUW`f]W`hYb`"W`a